

SWD General Employee Comments & Concerns:

1. Recommend this FORWARD be added to the document so that employees will have a better understanding of the overall intent of the document.

FORWARD

Project Management is a process not a person, position or organization. Project Management is a philosophy, a problem-solving methodology.

This process is not meant to supplement or replace any position rather it establishes the framework for the execution of successful projects. This manual should be used with an understanding that these 12 steps apply to all work/endeavors/products.

12 Project Management Steps:

1. Understand the project
2. Determine the activities required to accomplish the project
3. Determined the duration for all project activities
4. Determine the relationships/sequence of all project activities
5. Define working calendar
6. Determine constraints (resources, people, time, milestones)
7. Determine required resources and costs
8. Calculate baseline schedule
9. Update/maintain status of scheduled activities
10. Communicate/share the scheduling information
11. De-brief the project...document lessons learned
12. Update the estimating database for future use.

Response: This concept will be covered in the PMBP Training which is currently in development.

2. This version of the PMBP manual is much more organized and complete than the last two versions. All in all, it comprises an effective description of the project management business processes within the COE. However, therein lies the problem. I fear it is far too prescriptive. If the P2 system is designed as this manual is written, I fear it will be very hard for the PM's, and study and technical leads to find time to effectively manage their projects. **Response:** This is a general business process manual that establishes a minimum level of corporate information across all USACE activities. The level of detail required by P2 depends on the size and complexity of the project. Need to insure PMBP Training addresses this concern.
3. I did find anywhere in the document that states who SACCR's are approved by. **Response:** The CW processes being refined and updated.
4. For effective execution of this document, all PRB members need to know this book cover to cover. It won't do much good to have the governing body ignorant of the rules of the road. **Response:** Concur. This makes training and discussion of the PMBP at senior levels paramount in order for the deployment of P2, and the supported business processes, to be successful.
5. Other than the comments I had on District Operating Budget and the Receipt of Funds, the rest of the narrative is exactly what should be done. Hopefully, this will cause staff to focus on the usefulness of this tool. It sounds as though at some future point, we will be able to have one source of input for P2, the COB and resource plans rather than inputting data in 3 different areas 3 different ways. **Response:** Yes.

6. I'm overwhelmed by the length and complexity of this document. It is a good reference document and will probably be treated as such, put on the bookshelf and forgotten. It might be better to have several manuals, e.g. Programs Management Business Process, Project Management Business Process, Regulatory Functions Business Process, that go into this detail. **Response:** Since everything we do is a project, and hence falls under the PMBP, it would not be consistent under the current ER 5-1-11 to break the "PMBP Manual" into multiple parts. This is a manual that describes our general business processes and establishes a minimum level of corporate information across all USACE activities. The level of detail required by P2 depends on the size and complexity of the project. Training on the PMBP philosophy, as well as the business processes, are critical.
7. I found no indication of how the Regulatory Program fits into our business process. **Response:** Regulatory will be addressed in Phase II during FY03.
8. I fear that the next step will be a requirement that we document compliance with the manual for each project. We will develop CMR indicators based on compliance with the manual and we will devote our careers maintaining the green. Meanwhile our projects will take longer to complete and cost more and our sponsors will demand more legislation like 204, 204, and 211. **Response:** This is a general business process manual that establishes a minimum level of corporate information across all USACE activities. The level of detail required by P2 depends on the size and complexity of the project. CMR indicators become "by-products" of the business processes, integrated into the P2 AIS. The electronic system will document compliance, freeing management to do the planning making the system more effective.
9. The manual should be reviewed in detail by Professional Technical Writers for optimum wording and correct logic. **Response:** Oracle Tutor is a web based tool and a living document. There will be a Configuration Management Board that will continually refine and update the manual.
 - a. There are numerous misspelled/missing/extra words throughout the document that detract the reader from the important information contained.
 - b. The written logic/steps are not complete, branch (goto) the incorrect task, or are not linked to any other task (orphans - do not have a predecessor).
 - c. The written logic and the flowcharts are not always synchronized.
 - d. Acronyms are not all defined, and or are used many pages before they are defined, leading to confusion of who/what is being done or responsible.
 - e. Why are there two Acronym lists (pg. 11 and pages 159-161)? etc.**Response:** a, d, e Concur. Corrections will be made. On b & c, additional training is being provided to team members.
10. Civil Works Program and Budget Process is generally unclear and needs more explanation. Must clarify the relationship between the various CW budget processes and define the various CW categories. **Response:** Concur. Further refinement of the CW process underway.
11. This manual sets the organizationally lowest level that the PM is responsible for. This means that the PM will have additional duties from the status quo. What is a PM? **Response:** Concur. Must reinforce PM responsibilities.
12. First - my complements on an ambitious challenge that has been met. Although I was somewhat confused at first in trying to understand the logic and format of the document, once I saw the repetition for each process it made sense. That initial confusion on my part may be something others run into that could be easily addressed in the introduction - tell the folks what they are about to see and how they should approach it. One overriding concern I have after reviewing the entire document

is the interrelationship of a "Manual" with regulatory policies. I don't believe a "Manual" is the proper (or legitimate) vehicle to promulgate policy or to re-interpret policy. It should be the vehicle that complements regulatory policy and shows the pathway for adherence to policy. I make this point because I am not sure you have done that. It seems to me that I am finding policy being established in the Manual that either goes beyond the intent of the guiding regulation or may even contradict existing regulations. An example would be the section on "Accruals" where, under Responsibilities, it indicates "the MSC, in coordination with the RBC, (I always thought MSC=RBC?) establishes accrual procedures for the region". [Response: "Accruals" Reference Document is deleted.](#) I believe we have regulatory requirements that dictate how accruals will be handled in the Corps. There may be other instances of similar concerns where the Manual has taken liberty with existing established policy. This could lead to questions on what is the "controlling legal authority" when interpretation leads to a conflict. Hopefully you have a process in place to deal with the ambiguities that may exist between existing regulations and the Manual, and you have thought through the process that ensures regulatory changes are automatically validated against the Manual, and vice versa. [Response: This is a web based, electronic manual with appropriate navigation tools to aid the user. Reviewing a printed version can be difficult. The manual itself describes general business processes that establish a minimum level of corporate information across all USACE activities. The manual's purpose is to establish a common set of procedures necessary to allow sharing of resources and information through a USACE knowledge database. Some existing Engineer Regulations will require updating in order to comply with ER 5-1-11 and to implement the PMBP.](#)

13. I have reviewed the manual in its entirety, and in particular the executive summary and macro-level overviews. I completely endorse the effort and support it. [Response: Thank you for taking time to review the manual.](#)
14. A tremendous amount of good work has gone in to this effort. I believe the PMBP manual does a great job in providing some definitive guidance with regards to ER-5-1-11. The manual flowcharts our current processes very well. It will be highly useful in baselining our operations so we can continue to refine and improve. I do believe that we should carefully examine the document to capture some of the Regional Business Center (RBC) concepts. The RBC is an operational concept that envisions the MSC division office and its districts acting together as a regional business entity. The essence of the concept is vertical and lateral integration of organizational capabilities, resource sharing, technical expertise, project management, and project delivery to broaden and enhance the range of services and quality within a region. [T. Hudspeth, SWD] [Response: Absolutely agree; the RBC is implicit in the execution of the PMBP and requires a higher level of performance, communication and discipline by employees. A common set of business processes, enabled by a robust AIS \(P2\), should facilitate the RBC.](#)
15. PMBP is designed to be used at all levels with value added to any task that USACE might be asked to do. Therefore, why was it not used to plan and deploy PMBP? If it is truly as good as advertised, the project manager should have used every applicable aspect of it as this task is done. If the leadership at USACE finds excuses for not fully implementing it on this task, how many more excuses will our people at lower levels find to not implement? The manual is not user friendly. Trying to navigate through the printed manual is near impossible. Navigating through any manual on the computer is cumbersome. The manual needs to be reformatted/ labeled so that one can follow it either online or in printed copy. Sometimes one method is better, but at other times the opposite is true. Tied to the computer. LTG Flowers stated to the new DEs that we needed to get away from behind our computers and ensure our subordinates did also. This manual seems to be the antithesis of that statement. [Response: This is a web based, electronic manual with appropriate navigation tools to aid the user. Reviewing a printed version can be difficult. The manual itself describes general business processes that establish a minimum level of corporate information across all USACE activities.](#)

These common sets of procedures allow sharing of resources and information through a USACE knowledge database. Entering data once into P2 is a fundamental strength of the enterprise system; in addition, reporting becomes a by-product of P2.

16. Review. It seems to me that “Review” should be one of the processes, to go along with meaningful metrics. This system is heavy on data entry, but it seems to be light on doing anything useful with that data. If I were a PM, my first response to this would be that Higher is having me enter all of this data so that when anything goes wrong they will have the data to hang me. If we are able to show the PM how having all of this data will help them do their job better, they will much more readily accept it. [Response: Reporting becomes a by-product of P2. Single data entry is a hallmark of this system.](#)
17. Software. This is a critical part of this process. If the software is difficult to use, needs a long learning curve, or is too time consuming, the field will find ways around it. If the software allows quick and easy use, and provides useful information, the field will adapt quickly. While there is always some resistance to change, it is usually easily overcome when it becomes evident that the end result is worth the effort to change. The ease of use, time requirements, and power of this software will make a major difference in how well we can implement. [Response: Concur.](#)
18. I can and will fully implement this step in the right direction. I recommend beta test with a full division for a year before implementing across the board.
 - a. During that time, get more input from the customer on what is needed at the PM/PDT level.
 - b. During that time develop a resource plan that does not require Districts to cancel other training or maintenance in order to field. Provide meaningful metrics.Ensure the software is right before fielding across the board.
[Response: Beta Test and USACE CIO approval are critical milestones prior to P2 deployment.](#)
19. The structure is not user friendly. Regulations, References, Do-Goto Statements, and such make the document read like a computer program. Valued resources such as managers and supervisors are devalued and shoved aside for the Process to Govern. The Process requires a Business Management Resource which could be a part of another organization in some districts. It appears that a major education cost will be incurred to get P2 up and running in all districts in addition to the necessary training in the Project Management Business Process. The manual is a good tool for defining processes and procedure needs for many situations however the decisional elements are not always yes or no and do not fit in go and no go situations. We need to carefully craft the process as a valued resource in itself not as the absolute methodology. Data input into P2 appears to be a critical function to the purpose of this manual. Inputting data from many element of our organization creates another set of problems for the people who are responsible for managing the projects or their portion of the project. For instance a PM would have a difficult time managing a project when the designer has the ability to input design information in the schedule. I do not see the internal controls defined in the manual. We need to be careful to assure that our purpose is not simply to provide upward reporting data. If this gets to be the case then the process will be running projects rather than People using resources and tools to manage projects. [Response: This is a web based, electronic manual with appropriate navigation tools to aid the user. Reviewing a printed version can be difficult. People are the centerpiece of the PMBP, as empowered through the PDTs. Managers and supervisors are enablers bringing to bear their experience and expertise allowing their employees to do their jobs. This is a general business process manual that establishes a minimum level of corporate information across all USACE activities, not to prescribe local SOP. The manual’s purpose is to establish a common set of procedures necessary to allow sharing of resources and information through a USACE knowledge database, allowing flexibility at the local level. Training and influencing the existing culture to accept PMBP as USACE’s way of doing business is critical.](#)

20. Depict “Plans” as output in flowcharts; i.e., Communications Plan, Risk Mgmt Plan, etc. [Response: Concur. Will depict plans as outputs on the USACE PMBP Flowchart.](#)
21. All figures should have a unique figure number and be listed in the order they appear in the document. [Response: This is a web based, electronic manual with appropriate navigation tools to aid the user. Figure numbers are not necessary.](#)
22. It’s obvious that a great deal of effort went into this. If implemented, it should go a long way to standardizing the way the Corps does business across the board (sorely needed). The system will require individual PDT members and financial people to update their parts of the project. This culture change will require an immense amount of training to implement, probably even to a greater extent than we had for TAQ a few years ago. [Response: Concur.](#) The manual reads like the repair manual for my ’91 Toyota. I think that in the presentation to the masses, flow diagrams should be used whenever possible. It seems to me that PPMD (or the district) will need to establish a Business Management Office (BMO) to oversee implementation and administration of this system. I would also think that each technical division would need a POC to spend a large amount of time overseeing the system’s operation in their division. I haven’t quite worked through how this system will be used on the O&M Program. [Response: O&M process will be developed as part of Phase II in FY03.](#) It could be as easy as having one line for each project for each FY or it could be much more complex to cover all of the business functions and construction projects. [Response: P2 allows this type of flexibility.](#) Need to establish a District P2 System Administrator.
23. Too big and too involved. Not to be disrespectful of our Corps but the volume of the text would suggest an immediate disinterest to the “average” Corps employee. That “average” Corps employee being the person where the “rubber meets the road,” so to speak. [Response: This is a web-based tool and the user will only be viewing a small portion at any given time. Reviewing a printed version can be difficult. It is critical for the manual to be complete rather than incomplete and condensed when the total length will not be apparent to the user. The final documents will include navigation tools to aid the user.](#)
24. ER is well written; however there is broad misunderstanding among Corps employees as to what PMBP means, what people’s roles and responsibilities are relative to PDTs, and what constitutes a PMP. While some state that a “project” has a PMP, my observation is that the PMP is very, very weak. This appears to be the rule, rather than the exception. [Response: Concur. Addressed in training.](#)
25. The Corps has a vast wealth of talent that is in managerial roles. Most of these people have experience as technical specialists, project managers, etc., and have risen into management (and leadership) roles. This manual seems to establish a process that maximizes PM roles and minimizes the impact of our technical managers as if they have little value to add to the process. This talent pool is more than simply “resource providers.” The Corps has invested in and grown this talent and should fully utilize it (and the customer is paying for it). [Response: This is a common mid-mgr concern...afraid of being left out. Addressed in training.](#)
26. Overall I think that the document is well done, and the folks who have labored long and hard to put it together deserve our thanks.
27. We’ve been at this thing called Project Management since 1988. The manual should not be something revolutionary. rather, it ought to be a codification of what we are doing. So, I’d tone down language like on page 12 where it says “...complete transformation.” I surely hope not. [Response: We recognize that all organization are on different levels of PMBP implementation.](#)

28. On page 13 there is some wording that the "PMBP transcend...boundaries." This leads to some confusion, I think, between the Regional Business Center concept and the PMBP. The latter is a process or processes that enable us to operate as a RBC. But, it won't make that transformation happen. And, from my observations, we're a long way from operating as a RBC. [Response: Concur. This is a general business process manual that establishes a minimum level of corporate information across all USACE activities.](#)
29. The document emphasizes our CW activities. Probably needs more in the Military arena. [Response: Making the processes more generic.](#)
30. Needs some attention to innovative contracting measures, particularly design-build. [Response: to be addressed at the local level.](#)
31. We think that program management occurs at the MSC and project management at the Districts. [Response: Program Mgt may occur at all levels of the Corps \(see CW Program and Budget Process\).](#)
32. Need to clarify this thing called the USACE Relations Plan versus the Strategic Communications Plan. [Response: The BP/P2 Team will evaluate.](#)
33. Lastly, it's pretty long. [Response: This is a web-based tool and the user will only be viewing a small portion at any given time. Reviewing a printed version can be difficult.](#)
34. From a Real Estate standpoint, the processes/information do not cover the areas that have created recurring problems in the past in many Corps Districts, vis-à-vis, internal coordination/notification, etc. Real Estate is included as part of the PDT: but, there is no information that addresses the process problems that repeatedly occur on some projects in the real estate area. [Response: Real Estate will be covered in more detail in Phase II during FY03.](#)
35. The manual defines workflow processes for various activities...and that's beneficial and makes sense. However, due to sheer volume of activities that are covered - and the resulting redundancy of process information throughout the manual - the result is a "how to" book that many individuals may avoid due to amount of information that needs to be reviewed. [Response: This is a web-based tool and the user will only be viewing a small portion at any given time. Reviewing a printed version can be difficult. It is critical for the manual to be complete rather than incomplete and condensed when the total length will not be apparent to the user. The final documents will include navigation tools to aid the user.](#)
36. P2, at least initially, will not capture certain work activities - especially in the real estate area and this will create an information vacuum on critical parts of many projects. [Response: Valid concern. As projects requiring RE support/actions come up RE will be included; however, RE will be fully addressed, holistically, in Phase II of the business process/P2 development.](#)
37. I'm not quite certain what's being referred to by the "Ownership" paragraph - what document is being referred to? Is it inclusion in the P2 database? [Response: This is an Oracle Tutor term used to fulfill software requirements. "Ownership" ultimately resides with a Configuration Management Board.](#)
38. All offices have high performers and average performers. If PM's can request specific team members that they believe will add unique value to projects, there will be a tendency to always request the high performers. What happens when the functional manager needs to have all his/her employees involved in projects - who decides then who's on the team? Does the functional manager have any control to

assure all work in their departments/offices are completed, including activities not covered in P2? Does the functional manager have any capability to assure his newer people learn our work by being assigned to projects? There will be conflicts and confusion with this guidance. (Perhaps information on page 124 clarifies this potential "disconnect"; however, I believe this area needs further clarification. **Response:** The supply and demand “reality” of project resources needs to be discussed in the resource-provider community prior to P2 deployment. This scenario will certainly occur almost immediately upon implementation of P2 and therefore expectations must be established.

39. The establishment of a PDP review covering "Lessons Learned" has the potential to be very beneficial if effectively used. Great idea! **Response:** Concur.
40. The process outlined in the manual appear to be very close to the standard operating procedures which have proven to serve the district well. As a new commander with little first hand experience, I am concerned that the established procedures that provides some flexibility in process is now prescriptive and sequential, unless steps are initiated and completed there is little parallel processing. Also the information is now transparent, so every level can now supervise and inquire on each and every step. More information makes a bigger data matrix making for more data calls not less. Higher supervisor headquarters will find more to do with more data. Thought needs to be given on what data is critical to decision making at each level. **Response:** This is a general business process manual that establishes a minimum level of corporate information across all USACE activities, not to prescribe local SOP. The manual's purpose is to establish a common set of procedures necessary to allow sharing of resources and information through a USACE knowledge database, allowing flexibility at the local level. Reporting becomes a by-product of P2. Single data entry is a hallmark of this system.
41. The second issue that concerns me is the transition period as we sustain legacy systems bring on P2, training and changing culture. There will be a period of time where work load will increase with the promise of gained efficiency. It appears to me most of this effort falls to the PM. My current assessment is that the critical tasks for the PM is relationships and peer leadership of a PDT, A full time mission.. Galveston is a small district executing big dollar projects. If I assume our process is efficient then I will have to find additional capability to accomplish the increased work load during the transition. **Response:** Training is a critical component of P2 deployment. The PM, or designee, is responsible for populating P2. Once P2 is deployed only a single data entry point is necessary since P2, as an enterprise system, is linked to our existing legacy systems.
42. How do we know if we are successful in implementation? CEFMS took 7 years to implement; CEFMS had the large hammer of individuals' money and money for programs. Who will be measuring the success of P2/PMBP? I have watched and participated in numerous automation programs which most failed and I have come up with a simple little test to determine feasibility: **Will it make the end users life easier?** If the answer is yes you have a chance, if the answer is that it makes the life of a higher HQ easier the probability is low. The end of the data chain will do just enough to feed the monster, then the monster will have to ask for a data call, back where we started. I am concerned but ready to execute. **Response:** Metrics are in development; they will revolve around the BP/P2 Team's 9 Benchmarking Goals.
43. If resources on the PDT come from other Corps' Districts, how can one District's Corporate Board resolve those conflicts which are not totally within their control? Add a process for resolving those conflicts also. Those resource conflicts are very likely in event's where projects are delayed. **Response:** Inter-MSO resource conflicts are handled by partnering between the respective RMBs. This process will be added.

Observation: At about page 45, I began to wonder how an organization can execute this set of steps, procedures and processes, most of which appear internally communication focused, can have time and energy to do “customer focus”! I also began to wonder what overhead rates for Districts will have to be to pay for this procedure for “pre-work” coordination and communication. I recommend a detailed time and cost analysis be added to this document for the required procedures. Districts can use these estimates to set rates, set staffing levels, workload estimates and advise existing customers of anticipated cost increases. The estimates will also provide senior management with an anticipated cost of implementation of the PMBP process. One concern that needs to be addressed before implementation is how to implement the process for existing projects with fixed agreements/contracts with customers. Some of the procedures are done now, many are not done well and many are not done at all. These procedures will add cost to projects and internal activities as well. Management needs to know the cost impact for these procedures. If this process is applied to all functions activities’, then internal costs to make things happen will also go up. **Response: This is a general business process manual that establishes a minimum level of corporate information across all USACE activities, not to prescribe local SOP. The manual’s purpose is to establish a common set of procedures necessary to allow sharing of resources and information through a USACE knowledge database, allowing flexibility at the local level.**

44. The processes are written at a high enough level that they are consistent with current business process in SWD districts and I suspect most Districts in the Corps. I perceive very little, if any adjustment is required to implement the PMBP as prescribed in the manual. Most adaptation required will be that required to implement the new software for P3 and P3e. I note that the manual gives us three new jobs: Creation of a Regional Acquisition Planning Board (RAPB) at Division (p 147), Required Workload Analysis and Resource Leveling by the BMO at the MSC (p 155), and Conducting MSC/District "corporate relations" in accordance with the USACE Relations Action Plan (p 175) (It is understandable why there was no acronym for this plan.) Of these 3 new assignments I wonder that HQUSACE needs to be prescriptive. Other comments include:
45. RAPB. The RAPB may be a good idea. I will leave our comments on that to our Chief, Contracting, but since we are down to one person in the MSC I suspect he will not enjoy a new duty. Recommend this requirement be optional. **Response: Concur. Local SOP determines RAPB composition.**
46. Workload Analysis. The workload analysis and leveling is a complicated job which we have tried in the past. It requires outyear estimates for all programs and projects. In P2 these estimates will not be available, timely or accurate so I do not believe a P2 extract or summary will be sufficient to enable the analysis. I can explain if anyone needs to know why. Some BMO offices are very small and do not have the skills to accomplish this analysis in any case. There are other means available to accomplish the intent of this requirement. Recommend this requirement be optional or deleted. **Response: P2 contains all work and will use manpower modeling tools.**
47. Corporate Relations. I find this section vague. We have a Strategic Communications Plan, consistent with the HQUSACE plan. Now we have a new plan called USACE Relations Action Plan. I have not seen it. I do not understand if this plan is the same as, or different than, the Strategic Communications Plan, and if different, I don't understand how they relate. Recommend this section be cleared up or dropped. **Response: Concur. BP/P2 Team is reviewing.**
48. In closing, it's a great effort by all. Some tweaking as noted above might still improve it. Thanks for the opportunity to comment.